

Message Text

LIMITED OFFICIAL USE

PAGE 01 BAGHDA 00991 01 OF 03 101210Z
ACTION NEA-11

INFO OCT-01 ISO-00 MMO-01 ABF-01 PER-01 SS-15 SP-02
/032 W

-----059361 101442Z /53

R 101021Z MAY 78
FM USINT BAGHDAD
TO SECSTATE WASHDC 6155

LIMITED OFFICIAL USE SECTION 1 OF 3 BAGHDAD 0991

E.O. 11652: N/A
TAGS: OGEN
SUBJECT: FY1980 GOALS, OBJECTIVES AND RESOURCE MANAGEMENT PROCESS

REF: (A) STATE 63477, (B) BAGHDAD 975, (C) BAGHDAD 893

FOLLOWING IS GORM, WHICH WAS DELAYED IN PREPARATION AND
POUCHED PER REFS B AND C.

FORM ZBB-1

LINE

- 1 TOTAL U.S. PERSONNEL - 11
- 2 TOTAL FSL - 19
- 3 TOTAL PERSONNEL RESOURCES AT THE MISSION: 30
 - A. PACKAGE I (30 X .90) EQUALS 27
 - B. PACKAGE II (N/A) EQUALS 1.5
 - C. PACKAGE III (LINE 3 X 5 PERCENT) EQUALS 1.5
 - D. PACKAGE IV EQUALS 3

FORM ZBB-2

ZERO-BASE BUDGETING

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FY 1980

PERSONNEL RESOURCE WORKSHEET

FY 1978 PACKAGE I
AMER AMER AMER AMER
FUNCTION OFF STAFF FSL OFF STAFF FSL

EXEC	1	1		1	1	
POL	1	1	1	1	1	1
E/C	2	1	4	2		3
CONS	1		2	1		3
ADMIN	1	2	11	1	2	10
TOTAL THIS						
PACKAGE	6	5	18	6	4	17
TOTAL						
CUMULATIVE	6	5	18	6	4	17

PACKAGE II -NOT APPLICABLE

	PACKAGE III		PACKAGE IV			
	AMER AMER		AMER AMER			
FUNCTION	OFF	STAFF	FSL	OFF	STAFF	FSL
EXEC						
POL						
E/C	1	1				
CONS						
ADMIN		1	1		2	
TOTAL THIS						
PACKAGE	1	2	1		2	
TOTAL						
CUMULATIVE	6	5	19	7	5	21

FORM ZBB-3
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- (1) DECISION UNIT: IRAQ
- (2) PACKAGE I OF IV
- (3) ACTIVITY DESCRIPTION.

AT 90 PERCENT OF OUR CURRENT LEVEL, THE U.S. INTEREST SECTION (USINT) COULD NO LONGER EFFECTIVELY PERFORM ALL OF THE FUNCTIONS WHICH HAVE BEEN ASSIGNED TO IT. 77 STATE 291277, AS MODIFIED SLIGHTLY BY BAGHDAD 100, DESCRIBED U.S. GOALS AND OBJECTIVES IN IRAQ. USINT IS ALREADY A VERY SMALL POST, AND THE GOALS AND OBJECTIVES ARE BY ANY MEASURE AMBITIOUS.

NONETHELESS, THE MINIMUM LEVEL OF 90 PERCENT WOULD ALLOW ADEQUATE PERSONNEL TO PERFORM THE ESSENTIAL TASKS REQUIRING EXECUTIVE DIRECTION, POLITICAL REPRESENTATION AND PROVISION OF CONSULAR SERVICES. A LEVEL OF COMMERCIAL PROMOTION BARELY ADEQUATE TO PRESENT LEVELS OF Q4-\$3 :97)\$?3 7 5-8,3\$?75 285# ,9 -)92-.,3 FOR EXPANDED ACTIVITIES. BYUIC ECONOMIC RESEARCH AND REPRESENTATION WOULD HAVE TO BE SHARPLY CURTAILED.

THE EXECUTIVE UNIT (PRINCIPAL OFFICER AND SECRETARY) IS THE MINIMUM NECESSARY TO PROVIDE OVERALL MANAGEMENT OF USINT FUNCTIONS. THE PRICIPAL OFFICER WOULD CONTINUE TO BEAR THE

MAIN BURDEN OF REPRESENTING USG POSITIONS TO HOST GOVERNMENT OFFICIALS AND WOULD SUPPLEMENT REPORTING BY THE POLITICAL AND ECONOMIC SECTIONS.

THE POLITICAL UNIT (ONE OFFICER, ONE SECRETARY, ONE FSL) IS ADEQUATE FOR ROUTINE REPORTING, ANALYSIS AND TRANSLATION FUNCTIONS. THE POLITICAL OFFICER ALSO SUPPLEMENTS THE REPRESENTATIONAL WORK OF THE PRINCIPAL OFFICER AND PERFORMS THE LATTER'S TASKS IN HIS ABSENCE. THE POLITICAL SECRETARY COVERS FOR THE PRINCIPAL OFFICER'S SECRETARY. THE FSL TRANSLATOR SERVES THE WHOLE OF USINT.

THE ECONOMIC/COMMERCIAL UNIT OF TWO OFFICERS AND FOUR FSL'S COULD CARRY ON COMMERCIAL ASSISTANCE AND PROMOTIONAL LIMITED OFFICIAL USE

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ACTIVITIES APPROPRIATE TO THE LEVEL OF TRADE WHICH U.S. COMPANIES HAVE OBTAINED IN THE PAST. THE POSITIONS TO BE CUT

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ACTION NEA-11

INFO OCT-01 ISO-00 MMO-01 ABF-01 PER-01 SS-15 SP-02
/032 W

-----059813 101439Z /53

R 101021Z MAY 78
FM USINT BAGHDAD
TO SECSTATE WASHDC 6156

LIMITED OFFICIAL USE SECTION 2 OF 3 BAGHDAD 991

FROM THE FY-78 STAFFING PATTERN ARE AMERICAN SECRETARY (POSITION 20-010) AND TRADE SPECIALIST (POSITION 10). CRITICAL TRADE PROMOTION ACTIVITIES WOULD BE ABSORBED BY OTHER PERSONNEL IN THE SECTION AND ABSOLUTELY ESSENTIAL CLASSIFIED SECRETARIAL WORK BY THE POLITICAL SECRETARY.

THE CONSULAR UNIT OF ONE OFFICER AND THREE FSL'S CAN MAINTAIN ADEQUATE PASSPORT AND PROTECTIVE SERVICES FOR

AMERICAN CITIZENS. VISA RESOURCES WOULD BE ADEQUATE MOST OF THE YEAR BUT UNDER SEVERE STRAIN FOR THE THREE PEAK MONTHS AS WORKLOADS CONTINUE TO ESCALATE. CULTURAL AND INFORMATION SERVICES, PRESENTLY MANAGED BY THE CONSULAR OFFICER UNDER THE SUPERVISION OF THE POLITICAL OFFICER, WOULD BE NECESSITY BE CURTAILED DUE TO CONSULAR WORK OF A HIGHER PRIORITY.

THE ADMINISTRATIVE UNIT CAN CONTINUE TO PROVIDE SUPPORT AT A LEVEL OF TOLERABLE EFFICIENCY AND WITHOUT SERIOUS DETERIORATION IN THE MORALE OF AMERICAN PERSONNEL. THE REDUCTION OF ECON-COMMERCIAL ACTIVITY AND THE ELIMINATING OF ONE AMERICAN HOUSEHOLD WOULD MAKE IT FEASIBLE FOR THE REMAINING ADMINISTRATIVE PERSONNEL TO ABSORB THE FUNCTIONS OF THE PROPERTY CLERK (POSITION 18). THE ADMINISTRATIVE UNIT WOULD BE UNABLE, HOWEVER, TO EFFECT MUCH IMPROVEMENT IN THE LEVEL OF SERVICES.
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	THIS				
	PACKAGE	FY80			
(4) RESOURCE REQUIREMENTS	FY78	FY79	ONLY	CUMULATIVE	
OFFICERS	6	6	6	6	
STAFF	5	5	4	4	
FSL'S	18	18	17	17	
TOTALS	29	29	27	27	

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL ACTIVITIES.

THE ELIMINATION OF POSITIONS IN THE ECONOMIC/COMMERCIAL UNIT WOULD FORCE A MUCH LESS AMBITIOUS COMMERCIAL PROGRAM THAN OUTLINED IN THE COMMERCIAL ACTION PROGRAM (BAGHDAD A-42 OF SEPTEMBER 9, 1977). THIS WOULD HAVE THE PRACTICAL EFFECT OF FORFEITING TO OTHER COUNTRIES THE IMMENSE COMMERCIAL OPPORTUNITIES OFFERED BY THE RAPIDLY DEVELOPING IRAQI ECONOMY. BASIC ECONOMIC RESEARCH AND ANALYSIS OF THE IRAQI ECONOMY WOULD HAVE TO BE CUT SHARPLY BACK, TO THE DETRIMENT OF BOTH USG INTELLIGENCE ABOUT IRAQ AND LONG RANGE MARKET DEVELOPMENT.

USINT WOULD STILL BE ABLE TO SEEK PROGRESS TOWARD GOALS I AND II OF 77 STATE 291277, AS AMENDED BY BAGHDAD 100. "EXPANSION OF CONTACTS WITH IRAQI GOVERNMENT" (GOAL I) AND "IRAQI RESTRAINT ON GLOBAL AND REGIONAL ISSUES" (GOAL II) ARE TASKS OF THE PRINCIPAL OFFICER AND OTHER AMERICAN OFFICERS AT USINT WHICH CAN BE CARRIED ON WITHOUT CHANGE. "REDUCTION IN IRAQI SUSPICION OF U.S. GOALS AND POLICIES" (GOAL III) WOULD BE RENDERED MORE DIFFICULT BY THE VISIBLE REDUCTION OF COMMERCIAL AND ECONOMIC ACTIVITIES.

THE GREATEST PROBLEM, HOWEVER, WOULD BE THE INCREASED
DIFFICULTY OF SEEKING "IRAQI ACCEPTANCE OF AMERICAN PARTI-
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CIPATION IN IRAQ'S ECONOMIC DEVELOPMENT" (GOAL IV). DUE
TO THE INTENSE COMPETITION OF OTHER COUNTRIES FOR A SHARE
OF THE RAPIDLY DEVELOPING IRAQI MARKET (36 EMBASSIES IN
BAGHDAD MAINTAIN COMMERCIAL OFFICES, AND 53 COUNTRIES
PARTICIPATED IN LAST YEAR'S BAGHDAD FAIR), THE U.S. MUST
RUN FASTER JUST TO HOLD ITS PACE. EVEN WITH THE ALLOCATION
TO COMMERCIAL PROMOTION OF TIME NOW SPENT ON BASIC ECONOMIC
ANALYSIS AND REPORTING, AND WITH GREATER CONTRIBUTIONS BY
OTHER ELEMENTS OF USINT, THE PUSH TO JIRD THIS GOAL WOULD
SLACKEN CONSIDERABLY.

(1) DECISION UNIT: IRAQ
OOKWL PACKAGE II OF IV
NOT APPLICABLE/;

(1) DECISION UNIT: IRAQ
(2) PACKAGE III OF IV
(3) ACTIVITY DESCRIPTION
AT THIS LEVEL, POSITIONS WOULD BE RESTORED IN THE
ECONOMIC/COMMERCIAL AND ADMINISTRATIVE UNITS. STAFFING FOR
THE E/C UNIT WOULD PERMIT EFFORTS TO EXPAND THE U.S. SHARE
OF THE IRAQI MARKET AND TO DO BASIC ECONOMIC RESEARCH AND
ANALYSIS REQUIRED BY WASHINGTON AND USERS. ADMIN SUPPORT
WOULD REVERT TO FORMER LEVELS.

L	THIS	PACKAGE	FY80	
(4) RESOURCE REQUIREMENTS	FY78	FY79 ONLY	CUMULATIVE	
OFFICERS	6	6	6	
STAFF	5	5	1	5
FSL'S	18	18	2	19
TOTALS	29	29	30	

(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND
ESSENTIAL ACTIVITIES.

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ACTION NEA-11

INFO OCT-01 ISO-00 MMO-01 ABF-01 PER-01 SS-15 SP-02

/032 W

-----060228 101438Z /53

R 101021Z MAY 78

FM USINT BAGHDAD

TO SECSTATE WASHDC 6157

LIMITED OFFICIAL USE SECTION 3 OF 3 BAGHDAD 0991

AT THIS LEVEL THE POST CAN EXERT SIGNIFICANT EFFORTS
IN SUPPORT OF ALL GOALS AND OBJECTIVES.

STAFFING WOULD CONTINUE TO BE VERY TIGHT IN THE
ADMINISTRATIVE AND CONSULAR UNITS. IMPROVEMENTS IN PROPERTY
MANAGEMENT AND SUPPORT FOR GOVERNMENT-LEASED RESIDENCES ARE
HIGHLY DESIRABLE BUT DIFFICULT TO ACHIEVE WITHOUT AN ADDITIONAL
AMERICAN POSITION (GENERAL SERVICES OFFICER) AND SEVERAL NEW
FSL POSITION. PHYSICAL SECURITY IS TOTALLY INADEQUATE, AND THERE
ARE INSUFFICIENT PERSONNEL TO PROCESS OFFICIAL DOCUMENTS THROUGH
THE LABYRINTH OF THE IRAQI BUREAUCRACY. THE COMBINED CONSULAR
AND CULTURAL RESPONSIBILITIES OF THE CONSULAR OFFICER ARE
ALREADY BEYOND WHAT ONE PERSON CAN EFFECTIVELY HANDLE AT ALL
TIMES OF THE YEAR. WE UNDERSTAND THAT ICA IS REQUESTING A POSITION
FOR BAGHDAD, WHICH WOULD RELIEVE THE STRAIN ON CONSULAR
RESOURCES AT THE SAME TIME THAT IT PERMITTED APPROPRIATE ATTENTION
TO THIS IMPORTANT ASPECT OF OUR FOREIGN POLICY.

(1) DECISION UNIT: IRAQ

(2) PACKAGE IV OF IV

(3) ACTIVITY DESCRIPTION.

AT THIS LEVEL, THREE POSITIONS WOULD BE ADDED IN THE ADMINISTRATIVE
UNIT. A GENERAL SERVICES OFFICER WOULD TAKE CHARGE OF PROPERTY
MANAGEMENT, POST SECURITY, AND MAINTENANCE ACTIVITIES. A LOCAL
MAINTENANCE ASSISTANT WOULD CONCENTRATE ON BADLY NEEDED PHYSICAL
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IMPROVEMENTS TO THE CHANCERY AND RESIDENCES OF USINT PERSONNEL. A
DRIVER-EXPEDITER WOULD SPEED UP CUSTOMS CLEARANCES AND TRANSMITTAL
OF OFFICIAL DOCUMENTS, AND REDUCE THE SAFETY PROBLEMS INVOLVED
IN UNTRAINED PERSONNEL DRIVING USINT VEHICLES.

THIS

PACKAGE FY80

(4) RESOURCE REQUIREMENTS FY78 FY79 ONLY CUMULATIVE

OFFICERS	6	6	1	7
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STAFF	5	5		5
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FSL'S	18	18	2	21
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TOTALS	29	29		33
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(5) IMPACT ON CURRENT U.S. POLICY GOALS, OBJECTIVES AND ESSENTIAL
ACTIVITIES.

AT THIS LEVEL THE POST CAN EXERT ITS FULL EFFORTS IN SUPPORT OF THE AGREED GOALS AND OBJECTIVES. ADMINISTRATIVE IMPROVEMENTS EFFECTED BY THE NEW PERSONNEL WOULD ENABLE ALL SECTIONS OF USINT TO INCREASE THEIR PRODUCTIVITY. PERSONNEL IN THE EXECUTIVE, POLITICAL, ECONOMIC AND CONSULAR UNITS COULD REDUCE TO A MINIMUM THE SUBSTANTIAL TIME THEY ARE NOW REQUIRED TO SPEND ON SUPPORTING AND ASSISTING IN GENERAL SERVICES AND SECURITY MATTERS, FREEING THEM FOR MORE SUBSTANTIVE TASKS. THE ADMINISTRATIVE OFFICER, IN PARTICULAR, COULD DEVOTE HIS ATTENTION INCREASINGLY TO THE OVERALL PLANNING AND MANAGEMENT OF THE POST, LEAVING THE NUMEROUS DAY-TO-DAY PROBLEMS TO THE GSO.

NON-SALARY FUNDING

BAGHDAD'S BUDGET IS COMPARATIVELY SMALL (FY 78 - 588,500 DOLLARS) AND PROGRAMS ARE AT A MINIMAL LEVEL. THE LARGEST NON-SALARY CATEGORY OF EXPENSES IS 23 (RENTS AND UTILITIES). AVERAGE RENTS FOR STAFF MEMBERS RUN AROUND 12,000 DOLLARS PER YEAR AS A RESULT OF INORDINATELY HIGH COSTS (WHICH WILL GO HIGHER). LIMITED OFFICIAL USE

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ECONOMIES COULD BE MADE IF EFFORTS WERE CONCENTRATED ON ASSIGNING WORKING COUPLES TO BAGHDAD. THIS WOULD HAVE A FAVORABLE EFFECT IN REDUCING EXPENDITURES IN THREE OTHER CATEGORIES OF EXPENDITURES AS WELL--31 (F&F); 25 (M&R); AND 21 (TRANSPORT), IN ADDITION TO REDUCING MORALE PROBLEMS.

THE LARGEST SINGLE EXPENSE ITEM UNDER RENTS IS THE 40,800 DOLLARS PAID ANNUALLY FOR THE CHANCERY. OUR PRESENT LEASE IS SHORT-TERM; 7 YEARS AT THE SAME RENTAL, BUT WE DO HAVE A FIRM OPTION TO PURCHASE FOR 583,000 DOLLARS. WHILE IT IS UNCERTAIN THAT THE GOI WOULD PERMIT PURCHASE OF PROPERTY EXCEPT IN THE PROPOSED DIPLOMATIC ENCLAVE, IT WOULD SEEM TO BE IN OUR BEST INTEREST TO TRY TO PURCHASE THE PRESENT CHANCERY, PARTICULARLY IN VIEW OF THE VERY HEAVY INVESTMENT IN THE THIRD-FLOOR COMMUNICATIONS AREA. THE GOI MIGHT PERMIT PURCHASE AS PART OF A PACKAGE DEAL INVOLVING A SETTLEMENT FOR THE FORMER U.S. EMBASSY COMPOUND, NOW OCCUPIED BY THE FOREIGN MINISTRY.

THE REPRESENTATION BUDGET AMOUNTS TO ONLY 4,500 DOLLARS PER YEAR, WHICH MAY BE INADEQUATE FOR PROJECTED ACTIVITIES IN IRAQ OVER THE NEXT FEW YEARS.

AT PRESENT, USINT DOES NOT CARRY ON SPECIAL PROGRAMS WHICH INVITE REDUCTIONS OF EXPENDITURE. STATUTORY CONSULAR SERVICES AND A MODEST COMMERCIAL PROGRAM ARE THE PRIMARY ACTIVITIES AND IT IS DIFFICULT TO ACHIEVE MAJOR ECONOMIES. HOWEVER, THERE SHOULD BE REDUCTIONS FROM THE FY 78 LEVEL OF FUNDS WITH THE ELIMINATION OF THE NON-RECURRING ITEMS IN CATEGORY 31 (F&F) AND

25 (M&R) RELATED TO AN EXPANDED US STAFF AND THE BUILDING OF A
COMMUNICATIONS AREA.
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Message Attributes

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